



# Te Wheke

## April 2018

### issue 41

[http://www.nzno.org.nz/groups/colleges\\_sections/sections/nzno\\_nurse\\_managers\\_new\\_zealand](http://www.nzno.org.nz/groups/colleges_sections/sections/nzno_nurse_managers_new_zealand)

[/groups/colleges\\_sections/sections/nzno\\_nurse\\_managers\\_new\\_zealand](#)

#### Committee Report

##### From the Chair, Sarah Tweedale

Hello from the NZNO NZNM committee.

Well 2018 has started with some substantial events within NZNO in respect to the recent rejection of the offered MECCA, the downstream effects of this is being felt far and wide across New Zealand as preparations are underway for potential industrial action, regional rallies and protests and a panel formed to try and reach a resolution.

As nurse managers we are often labelled as those “those managers” who don’t recognise or appreciate nurses, sometimes even charged as ‘selling out to nursing’ by not taking good enough care of the team in our care.

I would have to say as someone who has been in a leadership position for almost ten years this is far from the truth and would go as far as to say nurse managers care deeply about the greatest asset within their workplace... their team. Having looked at many social media posts I have observed a definite lean towards the division of ‘us and them’ in terms of nursing management. This is hugely disappointing but not altogether surprising as we frequently feel the ‘middle squeeze,’ trying to maintain safety, lift morale, grow our teams. Often being let down by recruitment delays, or worse still recruitment freezes thus heaping more pressure on our teams to perhaps work longer hours or often take a greater workload. We often have to spend time away from the ‘coal face’ to attend meetings and provide feedback to complaints and incidents this sometimes make us appear ‘distant’ to our teams. How can this be remedied when emotions and feelings are running so high?

It would be really good to hear some stories to balance this negativity and if you haven’t already joined the Nurse Managers face book page I would invite and encourage you to do so this is closed page open only to section members and a great platform to perhaps share some of our highlights, concerns and struggles.

We are also running a regional forum in May related to some of those ethical dilemmas that cause us moral stress as nursing leaders. This involves a presentation and a facilitated discussion. The details are in this newsletter.

Over 2018 the committee want to take a deeper look into mentorship and coaching and what we can help to facilitate, in what form this will take will be guided by you, if you can take the time to complete our survey which you will all receive this week this will assist in us being a responsive and in tune section. We also want to share in networking opportunities and are aiming to increase the frequency or regional forums around the country to address topical issues.

Planning for the national conference in November is well underway with the organizing committee in Hawkes Bay steaming ahead with their planning schedule, look out for this as flyers and registration links will be emailed out shortly.

We hope you enjoy this copy of Te Wheke and again encourage any member to email articles or links in to us to include and share with our Nurse Manager colleagues.

Warmest regards

Sarah

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*Dr Martin Woods*



NZNO NMNZ  
EDUCATIONAL  
FORUM Wednesday  
23rd May 2018

# Moral distress faced by Nurse Managers

This evening will be an opportunity to hear Martin present and also take part in an open discussion with your colleagues around this topic. Martin has been involved in nursing and nursing education for several decades. His current role as Senior Lecturer is a joint appointment between Victoria University and Mary Potter Hospice. His research focuses predominately on the ethical and legal aspects of health care delivery and nursing services, as well as related aspects of nursing practice and education.

*West Plaza Hotel  
Wellington*

*1800-2000 Light  
refreshments served*

*Free for NMNZ  
section members \$20  
for non-members*

*Informative and  
interactive*

*Limited places early  
booking recommended*

Book online with

[http://www.nzno.org.nz/groups/colleges\\_sections/sections/nzno\\_nurse\\_managers\\_new\\_zealand](http://www.nzno.org.nz/groups/colleges_sections/sections/nzno_nurse_managers_new_zealand)

## Membership/Education Grant

The NZNO Nurse Managers' Section New Zealand membership now stands at 534. We would love to see this to keep increasing so we encourage you all to talk to your colleagues and explain the benefits of belonging to this dynamic and forward thinking section. We recognise that we are all working in challenging environments and within financially constrained Organisation's. This section acts as an advocate for all members, listening to concerns/national trends and looking at ways to improve leadership roles within New Zealand nursing. A new initiative the committee have finalised this year is The NZNO Nurse Managers Section New Zealand Education Grant. This exciting development will enable members of the section to apply for grants of up to \$500.00 each in order to undertake further education. Two grants will be made annually in May and November. Application forms are available on the website with full details of requirements.

Click [here](#) to go the NZNO Nurse Managers' Section website.



**The first of our new Education Grants has been awarded. The lucky recipient is Noel Daniel who is currently working as a Duty Nurse Manager at Buller Hospital, West Coast DHB. He has used the \$500 towards completing a post graduate paper – Nursing 735 – Clinical Education Practicum as part of Masters of Nursing from the University of Auckland. Neil says that he has found that this course has helped him to increase his efficacy in delivering clinical education programmes to support the spread and implementation of innovative practice and quality improvements in his clinical learning environment. Noel is grateful to receive the financial support from NZNO Nurse Managers Section. Applications are currently open for further Education Grants.**

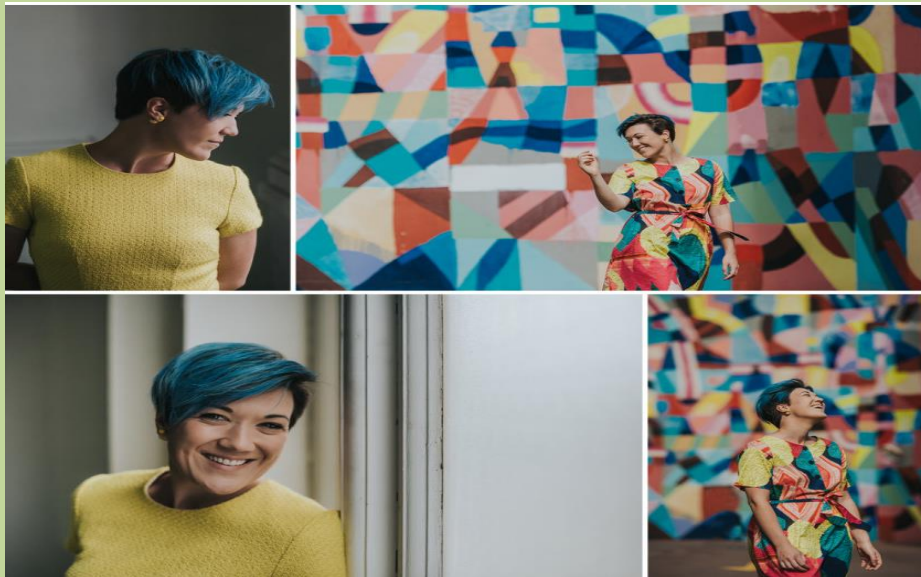
Books, TED talks and websites to read and explore

# WorkLife with ADAM GRANT



You spend a quarter of your life at work, so shouldn't you enjoy it? Organizational psychologist Adam Grant takes you inside some of the world's most unusual workplaces to discover the keys to better work. Whether you're learning how to love criticism or trust a co-worker you can't stand, one thing's for sure: You'll never see your job the same way again. [click here to follow link](#)

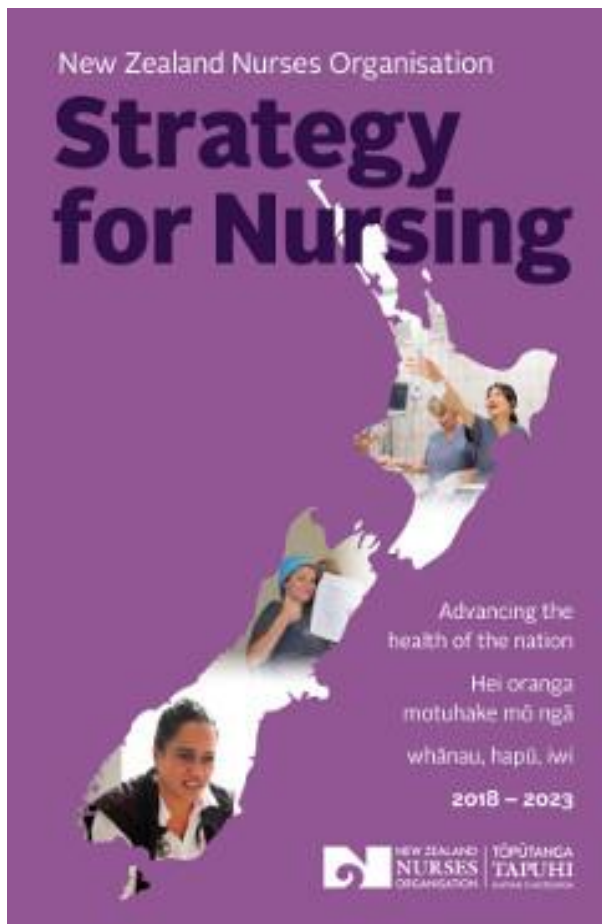
RACHEL CALLANDER



**REDUCING RISK, CREATING A COMPASSIONATE CULTURE, AND INCREASING POSITIVE PATIENT OUTCOMES IN THE HEALTH SYSTEM, THROUGH EMPOWERING AND EFFECTIVE COMMUNICATION STRATEGIES.**

[DOWNLOAD HER WHITE PAPER "EFFECTIVE COMMUNICATION IN HEALTHCARE" HERE](#)

I was fortunate to get to listen to Rachel present recently and was truly inspired by her bravery, her insight as well as the gentle determination she has to improve communication within the health sector. Rachel also presented TEDx click [here](#) to watch.



## NZNO Strategy for Nursing 2018 – 2023

***Advancing the health of the nation***

***Hei oranga motuhake mō ngā whānau, hapū, iwi***

The NZNO Strategy for Nursing is a key tool to resolve structural and systemic barriers that impede nursing effectiveness in Aotearoa New Zealand, such as restrictive models of care and employment, contractual methods, funding

mechanisms and institutional racism.

The NZNO Strategy for Nursing is a whole-of-profession document, irrespective of the role a nurse has. It has been created for the unique context of Aotearoa New Zealand from 2018 to 2023 and will be reviewed in 2020. The strategy pays particular attention to a Māori world view of health, care and support.

The conceptual model and the interdependent strategy sections and themes provide a strong platform for implementing strategic actions through NZNO membership and in partnership with aligned professional, legislative, regulatory and community agencies.

Click on the image to follow the link.



## **Spotlight Interrogation, (our regular feature article) – Let’s get to know a little bit about each other.**

1. **What’s your name, what do you do and where do you work?**

**Karyn Sangster – Deputy Director of Patient Care Nursing; Chief Nurse, Advisor Primary & Integrated Care Health & Chair of Nurse Executive New Zealand**

2. **What would you be doing if you were not working at your current job?**

**Clinically as a district nurse.**

3. **What’s the most important lesson you’ve learned in the last year?**

**Being resilient**

**People see your skills and knowledge, observe you the way you react to change and the ways you maintain your professional profile. The right opportunity will come to you.**

4. **What characteristics do you most admire in others?**

**People who can stand up & articulate  
Speak clearly and understand their audience**

5. **What qualities in you would you hate to see emulated in your employee?**

**Hesitation**

**Not being confident,**

**Ability to manage**

**Know your team & their strengths.**

6. **If you were to start a company from scratch, what values would you build it on?**

**Honesty**

**Reliability**

**CMH Values- Together, kind, excellent & valuing everyone**

7. **If you were to tell one person “thank you” for helping me become the person I am today, who would it be and what did they do?**

- **Ann Fowler – Nurse educator who encouraged me to go for an expert level and to Chair of primary nursing- District nursing section**
- **Denise Kivell – encouraged me to apply for different positions**

8. **When are you happiest?**

**Home with my family**

1. **What one memory do you most treasure?**

**Birth of my children and grand children**

2. **What would a “perfect day” look like for you?**

**Great engagement and meaningful conversation with nurses across division, to inspire, grow and support**

3. **How do you recharge?**

**Continuous learning, open to others, listen, continuous reflection, ideas to change and opportunities, work ahead of time, reading a good book, going for walk.**

4. **What superpower would you like to have?**

**Power to heal**

**Thanks, Karyn for your openness and honesty and sharing this with us.**

## Nurses struggle with moral distress – survey article



### Dr Martin Woods

WE are very fortunate to have engaged Martin as a presenter at the regional Educational Forum on the 23<sup>rd</sup> May 2018 in Wellington, if you are able to join us, please see the flyer attached to this newsletter and register as places are limited. Here is a small glimpse of some of the work he has undertaken and many I'm sure will be keen to join this evening to hear and discuss this further. While the surveys' findings were from 2013 reading this and comparing to the 2016 survey feedback from the NMNZ committee these are dilemmas and problems that have been magnified for nursing and nurse managers not reduced or eradicated within the health service.

We look forward to seeing you in Wellington.

Reproduced from the Victoria University website  
[Home](#) > [About Massey](#) > [News](#) > Nurses struggle with moral

distress - survey

**Almost 50 per cent of nurses surveyed in a New Zealand-first study have considered quitting after struggling with moral issues beyond their control.**

More than 400 hospital-based nurses took part in the moral distress survey by Massey University School of Health and Social Services researchers.

Dr Martin Woods, a nursing ethics and education expert, says preliminary results show 48 per cent had considered leaving their current position after experiencing moral distress. Sixteen per cent were currently considering leaving their clinical position.

**“It’s very disturbing; half the nursing workforce at some stage have had such moral disquiet that they wanted to leave.”**

The national survey reveals the causes and impact of moral distress. **“This survey uncovers the ethical issues and constraints affecting nurses,”** Dr Woods says.

**“It shows moral distress is a reality nurses are struggling with – and they are really struggling. Stories of burnout and leaving not just a given position but nursing itself must be taken seriously.”**

He explains it can lead to feelings of depression, burnout and stress and researchers plan to use the results to develop guidelines for nurses and health care agencies to address and minimise its effects.

Dr Woods, who led the study, explains moral distress occurs when professionals cannot carry out what they believe to be ethically appropriate actions because of internal or external constraints.

Factors include being unprepared for the complexities of an ethical dilemma, lack of peer and/or managerial support and difficult working conditions, among others. **“However, the research findings showed that in nearly all cases it is the institutional constraints, and not personal factors, that cause distress for nurses when they confront moral issues in the workplace,”** Dr Woods says.

The survey revealed five major issues of moral difficulty challenging nurses. The main concerns, in order of frequency, are:

**Moral concerns over the delivery of less than optimal care due to pressures from management to reduce costs**

- **Watching patient care suffer because of a lack of provider continuity**

- Working with nurses or other health care workers who are not as competent as the patient's care requires
- Carrying out physician's orders for what was considered by the nurse to be unnecessary tests and treatments
- Initiating extensive life-saving actions when the nurse thought she/he was only (unnecessarily) prolonging the dying process.

Thirty to forty per cent of surveyed nurses had experienced moral distress related to the five factors. "These occur more frequently – and often with more devastating effects – than perhaps may have otherwise been anticipated," Dr Woods says.

Many nurses also outlined the moral dilemmas they faced and how they responded, and one participant summed up the mood, and consequences, when they stated: "I am considering leaving the job that I generally enjoy due to the lack of leadership and pressures from management to accept more numbers of patients or patients with high acuity of care with no increase in resources."

Dr Woods says the level of intensity of the moral difficulties was even more indicative of the effects on nurses. "For instance, nearly 90 per cent of those nurses experienced a moderate or high degree of moral distress when having to work with nurses and other health care workers they perceived to be unsafe."

Younger nurses aged 25-34, experienced higher moral distress (63 per cent) than other age groups – a concern when the average age of the nursing workforce is 45.6 years.

Dr Woods says Massey University student nurses are exposed to ethical issues in nursing in their three-year degree, and an entire second-year paper is dedicated to

ethics and law. A post-graduate level paper on ethics has also been popular with nurses as it gives them an opportunity to share their moral concerns and explore ways to respond to ethical challenges.

The research also suggests nurses are increasingly likely to challenge and seek solutions to some of the causes. As one nurse put it: "These situations have had a significant impact on my nursing practice. I feel I have a very strong ethical duty to prevent these types of situations arising and strive to work through ethical dilemmas as a team."

Following a detailed analysis of the data researchers will provide nurses and agencies with information on ethical issues and constraints affecting nurses, and offer guidelines to reduce future incidents.

The research conducted earlier this year surveyed 412 nurses from around New Zealand, and results were similar to overseas studies. It backs up findings from a pilot study last year led by Dr Woods of 15 nurses, which found that six out of 10 respondents had quit previous positions due to moral issues, and 4/5 of all respondents had experienced moderate to high levels of moral distress sometime in their careers.

In 2013 the School of Health and Social Services will form part of Massey's new College of Health, which will bring together specialists from a wide range of fields to focus on preventing illness and injury, promoting healthy lives, advising on policy that supports these activities and in finding ways to keep individuals and communities well.



# Coaching and Mentoring

We would like to hear about your experiences and opinions around this topic.

There are questions about this in the Nurse Manager survey that you will have received at the time of this newsletter, there is also the Nurse Managers Facebook page. If you would like to write about your personal experiences in either the delivery of or being the recipient of a coaching or mentoring programme, feel free to drop us an article to include in the next edition of our newsletter.

**START FROM WHERE PROTEGE IS: NOT WHERE YOU WANT HIM/HER TO BE!**

**MENTOR IS**

- ✓ GENEROUS
- ✓ CANDID
- ✓ HONEST
- ✓ PASSIONATE
- ✓ AUTHENTIC
- ✓ ENERGETIC
- ✓ DEVOTED
- ✓ BOLD

**PRACTICE**

- FOCUSED LISTENING**
- MEANINGFUL REFLECTION & SINCERE COMMUNICATION OF INTEREST AND CONCERN

**MENTORING IS**

- A LEARNING PARTNERSHIP
- A JOURNEY OF COLLECTIVE DISCOVERY...

**SKILLS OF A MENTOR**

- BALANCE
- TRUTH
- TRUST
- ABUNDANCE
- PASSION
- COURAGE
- ETHICS

**MENTORING is an honor EXCEPT FOR LOVE THERE IS NO GREATER GIFT OTHER THAN THE GIFT OF GROWTH**

~ MARSHALL GOLDSMITH

*the art of mentoring*

Tanika Vira | @Alpine.com | @emora      Insights from Managers as Mentors, Marshall Goldsmith and Chip S. Bell

## Up and Coming NZNO dates to note

Auckland DHB NZNO Delegates Meeting	<b>Event Start Date:</b> 8/05/2018 3:00 p.m.	<b>Event Locations</b> Auckland Region
Canterbury Regional Council Meeting	<b>Event Start Date:</b> 8/05/2018 5:30 p.m.	<b>Event Locations</b> Canterbury Region
Tai Tokerau Regional Council Meetings	<b>Event Start Date:</b> 8/05/2018 5:30 p.m.	<b>Event Locations</b> Tai Tokerau Region
2018 Greater Wellington Regional Convention	<b>Event Start Date:</b> 10/05/2018 9:00 a.m.	<b>Event Locations</b> Wellington Region
Level 4 Delegate Training - Hamilton - All sectors	<b>Event Start Date:</b> 10/05/2018 9:00 a.m.	<b>Event Locations</b> Midlands Region
Professional Forum - Code of Conduct - Rotorua	<b>Event Start Date:</b> 10/05/2018 9:30 a.m.	<b>Event Locations</b> Bay of Plenty/ Tairāwhiti Region
Professional Forum - Open Disclosure Professional Forum - Rotorua	<b>Event Start Date:</b> 10/05/2018 1:00 p.m.	<b>Event Locations</b> Bay of Plenty/ Tairāwhiti Region
Pacific Nursing Section Committee meeting	<b>Event Start Date:</b> 11/05/2018 8:00 a.m.	<b>Event Locations</b> Auckland Region
College of Emergency Nurses Committee	<b>Event Start Date:</b> 11/05/2018 8:00 a.m.	<b>Event Locations</b> Wellington Region
Top of the South Regional Council Meeting	<b>Event Start Date:</b> 12/05/2018 10:00 a.m.	<b>Event Locations</b> Top of the South
International Nurses Day Event - Blenheim	<b>Event Start Date:</b> 12/05/2018 1:30 p.m.	<b>Event Locations</b> Top of the South
Enrolled Nurse Section Conference and AGM	<b>Event Start Date:</b> 15/05/2018 8:00 a.m.	<b>Event Locations</b> Canterbury Region
Level 1 Delegate Education - Nelson - All Sectors	<b>Event Start Date:</b> 17/05/2018 9:00 a.m.	<b>Event Locations</b> Top of the South
Southern Regional Council Meetings	<b>Event Start Date:</b> 17/05/2018 5:45 p.m.	<b>Event Locations</b> Southern Region
NZ College of Critical Care Nurses Committee meeting	<b>Event Start Date:</b> 22/05/2018	<b>Event Locations</b> Wellington Region
2018 Tai Tokerau Regional Convention	<b>Event Start Date:</b> 22/05/2018 8:30 a.m.	<b>Event Locations</b> Tai Tokerau Region
Level 2 Delegate Training - Canterbury	<b>Event Start Date:</b> 22/05/2018 10:00 a.m.	<b>Event Locations</b> Canterbury Region
Midlands Regional Council Management Committee Meeting	<b>Event Start Date:</b> 23/05/2018 5:30 p.m.	<b>Event Locations</b> Midlands Region
Midlands Regional Council Meeting	<b>Event Start Date:</b> 23/05/2018 6:00 p.m.	<b>Event Locations</b> Midlands Region
2018 Bay of Plenty, Tairāwhiti and Midlands Regional Convention	<b>Event Start Date:</b> 24/05/2018 8:30 a.m.	<b>Event Locations</b> Bay of Plenty/ Tairāwhiti Region Midlands Region
Top of the South Regional Council Pre-Regional-Convention Dinner	<b>Event Start Date:</b> 28/05/2018 6:00 p.m.	<b>Event Locations</b> Top of the South
Aotearoa College of Diabetes Nurses Study Day - Hamilton	<b>Event Start Date:</b> 1/05/2018 7:30 a.m.	<b>Event Locations</b> Midlands Region
Level 3 Delegate Training - Whangarei - All sectors	<b>Event Start Date:</b> 1/05/2018 9:00 a.m.	<b>Event Locations</b> Central Region Tai Tokerau Region
2018 Central Regional Convention	<b>Event Start Date:</b> 1/05/2018 9:00 a.m.	<b>Event Locations</b> Central Region
Level 1 Delegate Education - West Coast - All Sectors	<b>Event Start Date:</b> 1/05/2018 10:00 a.m.	<b>Event Locations</b> West Coast Region
Greater Auckland Regional Council Meeting	<b>Event Start Date:</b> 2/05/2018 6:00 p.m.	<b>Event Locations</b> Auckland Region
2018 Hawkes Bay Regional Convention	<b>Event Start Date:</b> 3/05/2018 9:00 a.m.	<b>Event Locations</b> Hawkes Bay Region
NZ Triage Course - Tauranga May	<b>Event Start Date:</b> 5/05/2018 8:00 a.m.	<b>Event Locations</b> Bay of Plenty/ Tairāwhiti Region > Tauranga Triage Registrations closed 9/03/2018 12:00 a.m.

